



Newsletter

Association of Former PAHO/WHO Staff Members

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OCTOBER 2011



Vitoria Regia Water Lily at Pantanal Matogrossense National Park, Brazil

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Message from the President



Your AFSM Pension and Health Insurance Committee has spent countless hours over the period of several months trying to preserve our excellent health insurance

system. We are all aware that health care costs continue to rise and that there must be steps taken to keep our plan economically healthy. However, recent steps taken by the WHO Secretariat pose a potential threat to the Plan as we have known it for decades.

Details can be found in the “Alert” article within the Newsletter.

AFSM/PAHO has found serious fault with many of the proposed changes.

However, at the same time we also found new avenues for cooperation and coordination. We worked with the PAHO Staff Association, the PAHO SHI, the PAHO Administration and with AFSM/Geneva.

Mr. Guillermo Birmingham, our Chief of Administration, gave willingly of his time. Dr. Mirta Roses not only lent her moral support but also, importantly, signed a letter that accompanied our document to the Working Group in Geneva.

And so, although we may not “win the war” in this change of governance in Geneva, we have won something else that is quite important. The support of our administration and the cooperation with the staff association is something to be pleased with and upon which we will continue to build.

Nancy Berinstein
President

ALERT! Possible Changes in Administration of Staff Health Insurance

Your AFSM Board of Directors (BOD) learned early this year that a Working Group (WG) had been established by the WHO Joint Staff Health Insurance (SHI) Meeting in 2008. This Group was to study, among other topics, the possibility of improvements in SHI governance. It was composed of the following representatives: the HQ/Geneva surveillance committee had two members and each regional surveillance committee had one.

In view of the importance of this topic for retired staff, AFSM/Geneva decided to establish a Study Group, and, once aware of these proceedings, AFSM/Washington became active participants in the review process. A committee was appointed to prepare comments for the Study Group to consider in its presentation to the WG.

As you know, WHO is divided into six regions, and PAHO serves as the Regional Office for the Americas. Currently, SHI headquarters in Geneva carries out the original processing of claims for EURO; PAHO and SEARO (Southeast Asia) have active Health Surveillance Committees to serve current and retired staff; and the other three regions, with smaller participant groups, have less well-organized surveillance representation. An internal audit review of this uneven situation in 2009 identified a number of weaknesses in the overall governance of SHI but suggested that the regional approach should be kept – but strengthened.

The AFSM/Geneva Study Group had also discovered governance weaknesses and prepared a detailed document outlining how they might be overcome. Subsequently, the HQ/Geneva secretariat presented the WG with a proposal for a radical reform of governance which would replace the HQ and regional Surveillance Committees with a centralized Global Standing Committee in Geneva.

It also substantially reduced the number of representatives of active and retired staff, and of staff and administration in the regions, in the decision-making bodies. Of particular concern is the provision that the Standing Committee, which deals with benefits and technical aspects of SHI, is totally subservient to the management committee, whose principal responsibilities are financial.

Some members of the AFSM/Geneva Executive Committee, as well as SEARO and PAHO, stated their view that the weaknesses of SHI governance could be effectively addressed without abolishing the regional Committees. They thought that the current structure was appropriate for WHO with its six regions encompassing various cultures, customs, health programs, and related factors.

Currently, claims from participants are processed in their individual regions, under careful supervision from Administration in the regions and guidance from the HQ SHI Secretariat. The AFSM/Geneva Executive Committee also felt that the proposal did not address the problem of delays in claims' processing which have occurred in recent years at HQ/Geneva.

The AFSM PAHO/WHO Board of Directors (BOD) is concerned that having all claims processed in Geneva might increase these delays and, in addition, might not take into consideration all of the varied local conditions involved. Other provisions in the Secretariat's proposal which are of concern are:

- ◆ an over-concentration on administrative and financial issues in the Management Committee proposed by the Secretariat; it gives that Committee power of decision over any changes in the Staff Health Insurance Rules to be presented to the Director General without the equal representation of those concerned with staff benefits;
- ◆ a centralized administration in Geneva that does not offer a plan of checks and balances;
- ◆ the lack of clear guiding principles to assure that WHO values (equity, solidarity, prudent management, confidentiality, accountability, and transparency) are maintained;
- ◆ and, most importantly, there would be a lack of representation by the six regions, which would have one representative to be elected globally if the regional surveillance system is abolished.

The AFSM/Washington Health Committee carried out a series of actions:

- ◆ they studied all available reports;
- ◆ they met many times with representatives from PAHO SHI and the Staff Association;
- ◆ they corresponded by e-mail and conference call with AFSM Geneva, AFSM SEARO, and EMRO;
- ◆ in cooperation with the PAHO regional Surveillance Committee and the Staff Association, they

drafted an alternative proposal and met with Mr. Guillermo Birmingham, PAHO Chief of Administration, who involved staff of the SHI and finance units and, later, the Director.

In May 2011 the PAHO alternative proposal on governance, with a summary, background, and cover letter signed by the presidents of AFSM and the Staff Association and by Dr. Mirta Roses, Director, was sent to Geneva for consideration by the Working Group.

At the present time there is good and bad news to report:

- ◆ The good news: The WG has agreed to recommend to the HQ surveillance committee for its forwarding to the 8th Joint Meeting that the regional surveillance committees (RSCs) will continue in accordance with SHI rules for the present time. It was recognized that a full assessment of regional and global workloads and claim volumes should be carried out before any RSC is terminated.
- ◆ The bad news: Hopes for more equal representation in the governance of the health insurance plan were not realized and the Secretariat structure which will give decision power to the financial management group appears to be going forward as a recommendation.

Despite our efforts and the cooperation of PAHO Administration and Staff Association, the HQ Secretariat plan for a new governance structure seems likely to be adopted; a final vote will be taken in Geneva by the Joint Meeting in October 2011. One ray of hope is that SEARO has just sent a strong request for reconsideration and modification of the proposal before its adoption.

AFSM/Washington will continue to explore all alternatives to highlight the difficulties we see in the proposal, in hopes that our views might be taken into consideration by the Joint Meeting in October.

Although our views, as well as those of other associations of former staff, may not prevail in the final accounting, we will continue to make them known and to work, tirelessly, for them. And so, even though we may not eventually achieve our objective, we will not abandon our principles. ■

Note: A detailed account of the PAHO proposal and a chronological history of this effort are available; contact Carol Collado for a mailed or e-mailed copy. Much of this information will soon be found on a new AFSM website.

WHY DO I LOVE OPERA?

by *Álvaro Uribe*



Encouraged by reading the enjoyable article on the tango that Gustavo Mora wrote for the April 2011 Newsletter: I felt like setting some appreciative words to paper about opera, which was “on the agenda,” as Gustavo says.

To begin with, I should state that opera is not the artistic form that people imagine, in which hefty women climb onto a stage to bellow unintelligible words in Italian, French, German, or Russian for hours on end. Nor is it a theatrical spectacle attended by patrician ladies and sleepy, bored gentlemen to show off their Sunday best and their jewels and to yawn or sleep during the performance. None of that does justice to it, nor does it express what is beautiful about it or the emotions it produces when one discovers the riches it brings within reach. If we don’t prejudge it we may find ourselves carried away by a surprising current of sentiments and spirituality.

I consider opera to be the most complete artistic genre ever invented. It appeared in Florence more than four centuries ago. In 1560 a group of intellectuals and musicians, among them Giovanni Bardi, Vincenzo Galilei (Galileo’s father), and Jacopo Peri, founded an academy that they called the *Camerata Fiorentina* to connect the preeminent music of the time with the

dramas and tragedies of the ancient Greeks. With a fine sense of discernment, they decided to combine music and words so as to play the one off the other for the benefit of both. They specified that music would not be used only to accompany lyrics but to bring forth sentiments and emotions implicit in the words and thereby give them greater meaning. Thus was born the opera, which I would define as an amalgam of music and words oriented toward reflecting life itself with emotion and aesthetic taste.

From that beginning, opera spread throughout Europe, consolidated its position, and began its journey through the stages of its chronological development, from Renaissance to baroque to classical to romantic and modern. In the present day, avant-garde composers are writing operas, experimenting with abstract, atonal, or minimalist music.

In Europe, the United States, and even in Asian countries, opera was received enthusiastically. In almost all large and medium-sized cities in the old continent opera houses were built, and the same was true in the United States and some Latin American capitals. Bogotá, the capital of my country, is no exception—we have the beautiful baroque Teatro de Colón. This democratization of the opera helped do away with the cliché that it is an elitist artistic genre, a misconception that arose because it was royalty and the nobility who had the money to build and support opera houses and actors.

I cannot imagine anyone not hearing with pleasure arias like “Casta Diva” in Bellini’s *Norma*, the “Habanera” in Bizet’s *Carmen*, the “Triumphal March” of Verdi’s *Aida*, or the “Wedding March” in Wagner’s *Lohengrin*, which many may have heard at their own weddings. Nor can I imagine people not feeling moved by the tender and stirring arias of almost all of Puccini’s operas, or the happy speeches in the comic operas of Rossini and Mozart. I had the luck of “initiating” myself into the cult of music as a child in the Junín Theater of Medellín, to the chords of the “Prelude” to Verdi’s *La Traviata* and “La Donna È Mobile” in the same composer’s *Rigoletto*.

News from Colombia

The Colombian Chapter of AFSM was scheduled to hold its annual meeting in early June 2011 but, because of the strong rainy season, they were forced to postpone until late July.

The meeting was well attended and took place in Ibagué, a city famous for its musical traditions.

The meeting was viewed as particularly critical because of pensions being affected by the incredible loss of dollar value in the country. Several members are attempting to change their pension to local currency (double-track system), but the UNJSPF is apparently very slow to process their petitions.

Among the items discussed at the meeting was the elaboration, editing and publishing of a book with selected experiences of some retirees. The goal is to make it a creative offering covering a variety of fields.

The AFSM Colombian Chapter also plans to prepare a document with guidelines addressed to former staff recently retired and also for candidates scheduled for early retirement. There is a perceived need to help these groups to adapt to the current situation of the countries, cities, and institutions. The document will therefore include present social, economic, and political information for retirees and their families.

The Chapter expressed pleasure in learning that AFSM Washington has invited a representative from the Colombia Chapter to attend our annual General Meeting in Washington scheduled for 8 December. It will be a welcome opportunity for an exchange of ideas and companionship. ■

Welcome to New AFSM Members May to August 2011

From the Washington, DC Area

Castillo-Salgado, Carlos
O'Brien-Goldie, Marta
Philippeaux, Harry
Rice, Marilyn
Rosenberg, Hernan
Tennessee, Luz Maritza

From Other Countries

Darras, Christian – Wavre, Belgium

Opera is given a number of classifications and names. My taste leans toward baroque, romantic and modern opera. I am fond of subtypes like *bel canto*, as one calls the beautiful passages sung with a pure and supple voice and phrasing that is soft and connected (*legato*); the *opera buffa*, or comic opera, and its Mozartian variety of *drammi giocosi*, or playful dramas; grand opera, which is always grandiloquent and spectacular, and was popularized by Giuseppe Verdi; *verismo*, which portrays the most violent human passions in a raw and unmediated manner; and musical drama, the operatic form that I enjoy the most. This term was invented by Richard Wagner, who with his extraordinary genius maintained that his theatrical productions were not opera but musical dramas that brought together all of the stage arts— theater, poetry, music, song, dance, costume, set design, and so forth—in one word, *Gesamtkunstwerk*, or art in its most complete form. Taking advantage of Germanic and Nordic myths that he used in writing his own librettos, Wagner brought forth in his works a complete array of emotions and sentiments that lie latent in people's hearts, from sublime love, selfless and redeeming, to the unbridled thirst for wealth and power, envy, hatred, and vengeance. . . .

Not all music lovers admire Wagner. There are those who detest him because they perceive him as a despicable man, the devil incarnate, the inventor of Nazism. I rather think that he was simply a musical genius who aroused much envy in his day and who unfortunately attracted Hitler as an undesirable admirer. Hitler gravely besmirched Wagner's memory with the twisted uses to which he put his music.

I love opera because it has been a faithful companion in my interludes of idleness, solitude, blue moods, joy, and happiness, and because it has given me delightful hours of entertainment in the Metropolitan, the Kennedy Center, Bayreuth, San Francisco . . . and above all, in my Bogotá retreat, where I listen to my old records and watch my videos. I love the opera because I agree with Wagner that it is the *Gesamtkunstwerk*, art in its most complete form.

Important Update on Aetna Global Benefits

NEW CORPORATE NAME AND CONTACT PHONE NUMBERS

Effective 1 September 2011, Aetna Global Benefits (AGB) will change its name to **Aetna International** in order to enhance its brand recognition worldwide. Along with this change, AGB will be making a number of operational changes, including the subcontracting of customer service and claims processing to offshore service providers. Since PAHO's agreement with Aetna does not allow for subcontracting of these services, Staff Health Insurance (SHI) participants will continue to receive service from Aetna staff in the U.S. However, the phone numbers used to contact Aetna International will change on 5 September 2011. These phone numbers must be used in order to communicate with a customer service representative who knows PAHO's benefits. In addition, a new Web domain name has been added for Internet access. The new phone numbers and Web address are shown below.

Toll Free: 888-506-2278
Collect: 813-775-0189
<http://aetnainternational.com>

Staff using the former AGB phone numbers may be routed to Aetna's new offshore customer services providers, who are not trained in the PAHO/WHO SHI benefits. The PAHO speed dial number of 44222 will remain up-to-date for contacting Aetna using the PAHO telephone network.

Staff are reminded to contact Aetna International for all claims and benefits issues related to the SHI Plan. Aetna staff have administered the SHI Plan since December 2007 and are experienced in addressing a wide range of issues related to the Plan. The PAHO Staff Health Insurance team (SHI) should be contacted only in cases that remain unresolved after discussing the topics with Aetna International.

NEW INSURANCE ID CARDS

Aetna has arranged to supply new medical and dental coverage cards to all U.S. resident participants in the SHI Plan so that the new company name and telephone numbers appear on the cards. Cards will be mailed

to home addresses beginning on 22 September 2011. Staff are encouraged to update their home address information on HR express at <https://hrexpress.paho.org> in order to ensure that the new cards are received promptly. Old cards should be discarded once the new cards arrive.

ACCESSING MANAGED CARE SERVICES

Nursing staff at Aetna International provide proactive case management that is triggered automatically upon admission to network-participating hospitals. Certain medical diagnoses and claim amounts also trigger case management.

Aetna case managers can assist in hospital discharge planning, including assistance in arranging home care and arranging transfers to skilled nursing or rehabilitation facilities. They can also assist with the acquisition of prescribed durable medical equipment and assist with medical evacuation arrangements (not covered under the SHI plan). Aetna case managers work with hospital-appointed case managers and social workers but will take no action that is not authorized by the patient.

Aetna case managers can assist with pre-trip planning, including assistance in obtaining prescription medicines, providing physician referrals, or assisting with other special medical requirements while overseas.

If you wish to obtain assistance from Aetna case managers, you may contact the Aetna International Health Advisory Team (IHAT) at **1-866-863-4513**. Additional information on Aetna case management services is located on the SHI Intranet page at the following link:

<https://intra.paho.org/firm/SiteCollectionDocuments/AETNA%20Case%20Management.pdf>

SUBMITTING CLAIMS TO AETNA INTERNATIONAL

The mailing address in El Paso, Texas shown on the Aetna claim form, as well as the fax numbers and e-mail address, will remain unchanged for the purpose of submitting claims. The claim form is available on the Intranet at the following link:

<https://intranet.paho.org/AM/FMR/SHI/Aetna%20Claim%20Form%20English%20-%202010.pdf>

Questions concerning the information in this bulletin may be addressed to the SHI team at 202-974-3537. ■

Important

Message from PAHO/WHO Federal Credit Union Have you heard about Unclaimed Property?

Each year billions of dollars become lost and unclaimed when financial institutions lose track of the owner of the funds. Unclaimed property consists of inactive funds and other personal assets that are considered abandoned when a financial institution cannot locate the owner during the dormancy period which differs by state.

The District of Columbia's Uniform Disposition of Unclaimed Property Act (DC code section 42-201 et seq.) requires banks, credit unions and life insurance corporations to review their records annually to determine whether they hold any funds that have been unclaimed during the dormancy period of three years.

Unclaimed property consists of draft (checking) accounts, share certificates, deposits, gift certificates, paid-up life insurance policies, unpaid wages, commissions, uncashed checks, death benefits, dividends, insurance payments, money orders, refunds, savings accounts, stocks, and proceeds of safe deposit box auctions among others.

If the financial institution cannot locate the owner, funds will be classified as unclaimed property and, by law, must be forwarded to the Department of the DC Treasurer to whom any future claims must be directed.

The PAHO/WHO Federal Credit Union encourages members to prevent their property from becoming unclaimed by:

- **keeping your accounts active;**
- **keeping an accurate record of all financial transactions;**
- **notifying the Credit Union and other financial institutions of a new address when moving;**
- **making a deposit or withdrawal on all bank accounts at least once a year;**
- **cashing all checks received;**
- **contacting the company immediately if stock dividends are no longer received; and**
- **informing a family member, attorney, or trusted friend of the whereabouts of personal financial records.**

The Credit Union started the process of locating dormant accountholders in May 2011. Final Dormant Account Notices have been sent out to members informing them of their account status. The Credit Union will continue to hold funds as dormant until October 30, 2011, at which time we will close the accounts dormant for more than three years and remit the funds to the District of Columbia as required. Accountholders who have received a Credit Union Dormant Notice should contact PAHO/WHO Federal Credit Union, in writing, by telephone, or by email prior to 30 October 2011.

PAHO/WHO Federal Credit Union
2121 F Street NW, Suite 201, Washington DC 20037
Tel: 202-974-3453 • Fax: 202-659-4513
Email: fcu@pahowhofcu.org

Summer Luncheon in Washington

Another successful summer luncheon was held by your association at Normandie Farm Restaurant located in the Washington, DC suburb of Potomac, Maryland. Approximately 45 friends and colleagues attended the gathering and we were delighted to see and greet many new members.



Parking for Retirees at Headquarters

Headquarters is presently undergoing construction of the new Emergency Operations and Knowledge Center, which will be located on the lobby level of the Headquarters building. Construction will begin in mid-July and is expected to continue through the end of February 2012. During the construction period, disruptions are to be expected.

Garage parking on the sub-basement level will permanently lose at least five (5) parking spaces due to a new emergency generator. Storage of construction materials in the basement and sub-basement may also temporarily block some spaces. At several points during the construction, sections of the basement level will be blocked off for construction work on the basement ceiling. Given the congestion in the garage, PAHO simply cannot provide the same level of parking during the construction project.

Short-term visitor parking will be unavailable. Parking by retirees during this period is discouraged and may not be available if the garage is full. ■

AFSM General Meeting

The Association of Former PAHO/WHO Staff Members will hold their annual General Meeting on 8 December at the Bretton Woods Country Club.

The Club is a facility available for International Monetary Fund staff and other international organizations.

In previous years the General Meeting has always been held at PAHO HQ. but because of ongoing construction within the building and the subsequent lack of parking it was decided to utilize the Bretton Woods facility.

It is anticipated that administration representatives from PAHO and the Credit Union will participate, along with special presentations from the Colombian Chapter, the PAHO Staff Association, and the PAHO Surveillance Committee. ■

Letters to the Editor

Dr. Jaime Ayalde
Sir:

This is just a short note to sincerely thank you for compiling the “Staff Benefits” booklet. Thank goodness I received this booklet before I “fell off the perch.”

As we live at the bottom of the Florida Keys – and as my much younger wife was born and raised in China – I have been worried for a long time about how I could make this transition possible for her. Now, I am sure she can accomplish this with the help of the booklet – and I have been able to review it extensively with her.

Gratefully,
Claude E. Allen

Dear Dr. Ayalde:

I have just received the pamphlet you prepared, as revised by the Administration, and I have no words to thank you. It’s perfect, and one can see the effort that was put into it and its quality. Nothing is missing from it, and I’m already thinking of putting all the pertinent information in the pamphlet [away for my husband], which might help him in the event of my death, underlining all the important things that apply to me, clarifying numbers, etc., so that if I should die before him, he won’t have to look for it.

I am now settled in Argentina and was thinking (even though surely you thought of it before I did) that this pamphlet should be distributed to all of the Representative Offices, as I think they would find it very useful.

I worked for 28 years in all areas of PAHO Human Resources (except Entertainment) besides being the Assistant to Dr. Rodrigo Barahona for quite some time, and I think that you’ve done a perfect job, covering absolutely everything that a widow/widower could need.

Having worked so many years and being knowledgeable not only about Human Resources but also Health Insurance, Pensions, and Aetna, gave me

the opportunity to help the widows/widowers in the Representative Offices; hence, my comments.

At times I am horrified when I go to the Buenos Aires Association (of which I’m also a member, although I continue with WDC’s and think I’ll continue to do so) at how little the retirees know and their lack of information and/or interest.

It just occurred to me that you should speak with Chris Saenz and tell him that they should give all retirees the WHO Insurance Card (which I obtained because of a conversation I had with him) and send one annually to all retirees wherever in the world they may be—especially now that Europe has become so strict with health insurance and requires travelers to show that they have health insurance that will cover them up to 30,000 euros or buy separate insurance. This prompts them to ask PAHO to write a letter of proof each time, which is not only inconvenient but creates more work for the health insurance staff. I left a copy of my card with Amalia so that she can show it to you.

Anyway, Dr. Ayalde, thanks again and congratulations on the “Staff Benefits” pamphlet and also for all of the years and real efforts that you have devoted to the Association.

My most affectionate wishes.
Marisa Manus

Thank you for the booklet informing my wife on what to do after I kick the bucket. I have to admit that the organization is a bit tardy, as I have had funeral directors wanting to bury me or fry me at a special discount. Even a couple of churches and hospices want to get into the act. I can only conclude that the world wants me dead. Now, I can see why the UN and Social Security wants me dead as I am costing them money. I can also see Medicare as I will be costing them money, but why all the others? I have to admit that I did join an organization promoting dying with dignity. I have passed the booklet on to Noemi, and she is now planning my passing.

Bob Tonn

Dear colleagues and friends of AFSM:

It has given me great pleasure to receive the documents that we sent to all of our members:

- Newsletter. April 2011
- Membership Directory. April 2011
- Staff Benefits. Health Insurance, Pensions, and Other Benefits. April 2011

Excellent work, for which we thank all of you, because the documents are very useful. Many newly associated retired colleagues from PAHO's Peru office have called me to make comments about their continued satisfaction, and I'm passing along their enthusiasm.

That's it for now, except to say hello to all of you and express my wish that you and the entire Board of Directors continue this work with all success.

Carmela Trivelli de Freyre

Dear Nancy,

I was sad to learn about the passing of Dr. Hector Acuna and Dr. Alfred Gerald. I have always had the highest regards for both of them. They were my teachers and mentors.

Dr. Gerald was my first boss when he was the Zone Chief in Zone 1, Caracas. His integrity and quality of leadership was very inspiring, and he always supported his staff. I was the first woman country representative appointed in WHO, and he was always so encouraging and supportive. I learned a great deal from him.

Dr. Hector Acuna was my boss in Washington when I was appointed as the Chief of the Division of Comprehensive Health Services, again the first woman to hold that position. Considering that I was a woman and also not originally from the Region of the Americas, I questioned him about the political implication of his decision, especially for him. His response was that the Division was in urgent need of strong leadership and he considered me to be the best person to take charge of it. And that he was prepared to face the political consequences of his decision. I was at that time being offered another position under Dr. Mahler in WHO/Geneva which was very tempting. But Dr. Acuna's response and trust in me inspired me so much that I accepted his offer. I recall

that later when he and Dr. Mahler met during the PAHO Governing Council meeting, Dr. Mahler reminded him that he "stole" Dr. Khanna from him.

My memories of working under Dr. Acuna are very happy ones. He always supported me and guided me whenever I needed that.

When I read about the passing on of these two great leaders, a lot of my memories of working with them came through. So I felt that I had to share them with you and other colleagues with whom I have had the honor and pleasure of working.

Love and warm regards,
Sumedha Mona Khanna



Remembering Our Colleagues



Horst Otterstetter
1939-2011

Maybe this day separates us...
But, as true friends,
Friendship will always reunite us.

— Albert Einstein

Engineer Horst Otterstetter was born in Germany on 20 September 1939, in the city of Obernburg, to the south of Frankfurt. That was a difficult time for humankind and peace was threatened. But, despite being born in that critical time of our contemporary history, Horst's life was guided by dialogue, consensus building and conciliation, especially by love for his family.

His friendship to the people who surrounded him in his work – as well as in all his professional activities during his brilliant career as engineer, manager and leader – was without any doubt a strong mark of his personality.

Horst completed his university education in Brazil, which he adopted as his second native country. A chemical engineer graduated by the Catholic University of São Paulo, he specialized in Industrial Safety and Hygiene at the Osvaldo Cruz School and in Sanitary Engineering at the Public Health School of the University of São Paulo, where he also obtained his Master's degree in Public Health.

He devoted 19 years of his professional life to the Pan American Health Organization, first as a consultant for Institutional Development and Human Resources in the Caribbean and then as a Regional Adviser in Washington. Work at PAHO HQ provided him with a large platform for the dissemination of his innovative ideas and he was able to form and lead a talented team that worked closely with him. His remarkable and significant work as Director of the Environmental Health Division led to positioning environment protection as a priority among PAHO's preventive health programs. His work also specifically contributed to the insertion of natural resources preservation on the agenda of multi and bilateral technical cooperation agencies, as well as in the sustainable development programs of the American hemisphere countries themselves.

Horst was an enthusiast and great collaborator and President of the Inter-American Association of Sanitary and Environmental Engineering, AIDIS. This Association brings together the best and most acknowledged professionals in the area of Environmental Science throughout the Americas. He was also an Honorary Lifelong Member of the American Water Works Association – AWWA.

As PAHO and AIDIS member, Horst was one of the workers in the field of Sanitary Engineering who leaves a highly positive legacy. He made substantial contributions to the development of human and technological capacities, and he strengthened institutions responsible for the control of the environmental factors. He also contributed meaningfully to the betterment of the drinking water and sanitation services which, in turn, improved the quality of life for millions of the citizens of the Americas.

The passing of Engineer Otterstetter represents a great loss for Sanitary Engineering in the Americas and for PAHO in particular. A dedicated father and husband and a tenacious worker, he leaves as his legacy loyalty to his friends, commitment to public health, and faithfulness to the mission of PAHO. ■

In Memoriam

DEATHS PREVIOUSLY NOT REPORTED IN 2007, 2008, 2009, 2010, and 2011

Circe Blaise-Desjardins	29 November 2007
Manoel Rodriguez Da Silveira	26 August 2008
Alberto Goncalvez Neves	5 January 2009
Ma. Helena De Madeiros Ferreira	7 June 2009
Omer Robles Morales	14 July 2009
Alfredo Rovati	21 July 2010
Rosalie Freitas de Matos	30 December 2010
Maria Rankine	26 February 2011
Diana K. Ford	28 April 2011
Enrique Canesa	28 April 2011
Horst Otterstetter	22 May 2011
Walter De Oliveira Coelho	17 June 2011
Vicente Alejandro Castro Navarrete	13 July 2011
Cecilia Barrera	4 August 2011
Marina Orellana	5 August 2011
Cesar Lizarzabaru	25 August 2011
Maria Ines Tovar	29 August 2011
Gaston Oxman	7 September 2011
Roberto Becker	21 September 2011

The Back Page

The AFSM Board and committee coordinators would like to know about the needs of its members. We might not be able to solve all your problems but we have resources that could be utilized. Also, we encourage your contributions to the Newsletter, either in the form of articles for publication or in comments about its contents.

To reach us, write to:

AFSM c/o PAHO
525 23rd St NW
Washington DC 20037-2895

Contact Information

Please refer to your 2011 **AFSM Directory** and be certain that all your personal contact information is correct. We also encourage you to provide us with your email address so that important and pertinent information can be electronically mailed to you. Any changes or additions to your address should be sent to Hortensia Saginor (AFSM) by routine mail to PAHO Headquarters in Washington DC or, preferably, by email to hortensiasagi@gmail.com



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